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United Nations Children's Fund
Executive Board

Compendium of decisions adopted by the Executive Board in 2015

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First regular session

2015/1
Country programme documents

The Executive Board

1. *Takes note* that the country programme documents, including aggregate indicative budgets, for Madagascar and Mali (E/ICEF/2015/P/L.1-E/ICEF/2015/P/L.2) were made available to Member States for their comments and input from 10 to 28 November 2014, in accordance with its decision 2014/1 on modifications to procedures for consideration and approval of country programme documentation;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Madagascar and Mali (E/ICEF/2015/P/L.1-E/ICEF/2015/P/L.2).

First regular session
5 February 2015

2015/2
Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the one-year extensions of the country programmes for the Democratic People's Republic of Korea and the Lao People's Democratic Republic and the six-month extension of the country programme for Ethiopia, all of which were approved by the Executive Director, as presented in table 1 of document E/ICEF/2015/P/L.3;

2. *Approves* the two-year extensions of the country programmes for Myanmar and Papua New Guinea, as presented in table 2 of document E/ICEF/2015/P/L.3.

First regular session
5 February 2015

2015/3
UNICEF work with countries transitioning from middle- to high-income status

The Executive Board

1. *Takes note* of the growing experience of UNICEF in working in countries that have recently transitioned from middle-income to high-income status, as approved by the Executive Board through the approval of country programme documents and multi-country programme documents;

2. *Notes* that countries transitioning to high-income status often have significant populations of children that are still affected by multiple deprivations, and that some of these countries welcome ongoing partnerships with UNICEF at country level to support the realization of child rights;

3. *Also notes* that countries transitioning to high-income status also contribute significantly to developing innovative approaches to the realization of

child rights for their own populations, and may be sources of learning, expertise and horizontal cooperation for other countries, and further notes that some of them have been successful in mobilizing support to UNICEF regular and/or other resources from private and/or public sources;

4. *Acknowledges* the work of UNICEF to date in countries transitioning from middle-income to high-income status and invites UNICEF to work with relevant countries to prepare country programme documents or multi-country programme documents for consideration and decision by the Executive Board, taking into account national contexts of countries for which these documents are developed and other relevant issues, including financial sustainability;

5. *Reiterates* the UNICEF formula for allocation of resources,[1] which directs the majority of regular resources to sub-Saharan Africa and least developed countries;

6. *Decides* to revisit this decision in the context of the midterm review of the Strategic Plan, and invites UNICEF to present an analysis for the consideration of the Executive Board on existing experience in high-income countries and middle-income countries transitioning to high-income status as part of the preparation of the midterm review of the Strategic Plan.

First regular session
5 February 2015

2015/4
Strengthening predictability of the UNICEF response to humanitarian crises: Proposal to increase the Emergency Programme Fund ceiling

The Executive Board

1. *Takes note* of the proposal to increase the ceiling of the UNICEF Emergency Programme Fund (E/ICEF/2015/P/L.4);

2. *Encourages* UNICEF to continue to strengthen its internal capacities and its coordination with national Governments, relevant parts of the United Nations system and civil society to ensure an effective, predictable and timely response to natural disasters as well as to ongoing complex emergencies;

3. *Takes note* of steps taken by UNICEF to build stronger links between humanitarian and development programming, including a greater focus on resilience-building leading to sustainable development, and encourages UNICEF to continue to do so in order to address the challenges of protracted crises and increasing humanitarian needs;

4. *Encourages* UNICEF to mobilize sufficient resources through its work with partners to meet the needs of all children in both development and humanitarian contexts;

5. *Approves* an increase in the ceiling of the Emergency Programme Fund to $75 million per annum, effective in 2015, to be met through allocation of regular resources, to increase the ability of UNICEF to provide an immediate, effective and predictable response to the needs of children and women affected by humanitarian emergencies;

[1] As contained in Executive Board decisions 1996/34, 1997/18 and 2012/15.

6. *Requests* UNICEF to continue to report on the status of the Emergency Programme Fund in its report on the use of regular resources.

First regular session
5 February 2015

2015/5
Extension and expansion of the Vaccine Independence Initiative and its revolving fund

The Executive Board

1. *Approves* a five-year extension of the Vaccine Independence Initiative for the period 2016 to 2020, in accordance with the terms of the original document approved by the Executive Board in 1991 (E/ICEF/1991/P/L.41), and amends the authorized capitalization of the underlying revolving fund to $100 million, subject to the availability of specific-purpose contributions;

2. *Approves* the utilization of the expanded underlying revolving fund to support the timely procurement of non-vaccine commodities (including health, nutrition, water, sanitation and hygiene, and education supplies) and to support contracting arrangements that result in a secure supply or reduced prices of vaccines and other commodities.

First regular session
5 February 2015

2015/6
Private Fundraising and Partnerships: 2015 workplan and proposed budget

A. Private Fundraising and Partnerships budgeted expenses for 2015 fiscal year

The Executive Board

1. *Approves* for the fiscal year 2015 (1 January to 31 December) budgeted expenses of $111.3 million, as detailed in the table below.

(in millions of United States dollars)

Investment funds	60.0
Other private sector fundraising costs	51.3
Total special-purpose expenses	**111.3**

2. *Notes* that $20.8 million in Private Fundraising and Partnerships development effectiveness costs and management costs were previously approved in the UNICEF integrated budget, 2014-2017 (E/ICEF/2013/AB/L.4).

3. *Authorizes* UNICEF

(a) To incur expenses, as summarized in column II of table 2 of document E/ICEF/2015/AB/L.1, and to decrease or increase expenses, up to the levels indicated in columns I and III of the same table, should the apparent revenue from fundraising or cards and products sales decrease or increase to the levels indicated in columns I and III;

(b) To redeploy resources between the various budget lines (as detailed in paragraph 1 above), up to a maximum of 10 per cent of the amounts approved;

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2015 approved workplan.

B. Budgeted revenue for the year 2015

The Executive Board

1. *Notes* that for the period 1 January to 31 December 2015, Private Fundraising and Partnerships revenue is budgeted at $1,252.5 million, as shown in column II of table 2 in document E/ICEF/2015/AB/L.1.

C. Policy issues

The Executive Board

1. *Approves* allocation of investment funds, amounting to $60 million for 2015, and requests the Private Fundraising and Partnerships Division to provide annually, at the second regular session of the Executive Board, information on the allocation of these funds among National Committees for UNICEF and the country offices, as well as an analysis of the performance of income-generation activities three years after the investment funds are allocated;

2. *Approves* an interim one-month allocation for January 2016 of $13.21 million, to be absorbed in the annual Private Fundraising and Partnerships budget for 2016.

First regular session
5 February 2015

Annual session

2015/7
Annual report of the Executive Director of UNICEF: performance and results for 2014, including a report on the implementation of the quadrennial comprehensive policy review

The Executive Board

1. *Takes note* of the Annual report of the Executive Director of UNICEF: performance and results for 2014, including a report on implementation of the quadrennial comprehensive policy review (E/ICEF/2015/5 and E/ICEF/2015/5/Add.1);

2. *Decides* to transmit the above-mentioned report to the Economic and Social Council, along with the summary of the comments and guidance provided by delegations at the present session;

3. *Requests* UNICEF to link the future annual reports of the Executive Director to the Integrated Results and Resources Framework, and asks UNICEF to introduce a scorecard, in consultation with members of the Executive Board, on development and organizational performance;

4. *Also requests* UNICEF to provide, in the Data Companion, disaggregated data by various groups of countries.

Annual session
18 June 2015

2015/8
Country programme documents

The Executive Board

1. *Takes note* that the country programme documents, including aggregate indicative budgets, for Armenia, Turkmenistan, Uganda and Zimbabwe (E/ICEF/2015/P/L.7-E/ICEF/2015/P/L.10), were made available to Member States for their comments and input from 23 March to 10 April 2015, in accordance with its decision 2014/1 on modifications to procedures for consideration and approval of country programme documentation;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Armenia, Turkmenistan, Uganda and Zimbabwe (E/ICEF/2015/P/L.7-E/ICEF/2015/P/L.10).

Annual session
17 June 2015

2015/9
Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the first one-year extensions of the country programmes for Burkina Faso, Mozambique, Somalia and Yemen, which were approved by the Executive Director, as presented in table 1 to document E/ICEF/2015/P/L.11;

2. *Approves* the one-year extension of the country programme for Côte d'Ivoire, following a two-year extension, and the second one-year extensions of the country programmes for Lebanon and Libya, as presented in table 2 to document E/ICEF/2015/P/L.11.

Annual session
18 June 2015

2015/10
Evaluation reports, and management perspective and response

The Executive Board

1. *Takes note* of the annual report for 2014 on the evaluation function in UNICEF (E/ICEF/2015/10), and the management perspective (E/ICEF/2015/EB/1);

2. *Welcomes* continued progress in strengthening the evaluation function in line with the Revised Evaluation Policy of UNICEF (E/ICEF/2013/14);

3. *Notes with concern* that implementation of the plan for global thematic evaluations, 2014-2017 (E/ICEF/2014/3), managed by the Evaluation Office, is behind schedule, while appreciating that the Evaluation Office has undertaken a

number of evaluations not included in the plan, including several urgent evaluations of UNICEF humanitarian action;

4. In this regard, *requests* UNICEF to revise the plan for global thematic evaluations, taking into account emerging priorities, and to present it for information to the Executive Board at its first regular session of 2016;

5. *Notes* the declining trend of stakeholders' engagement in evaluations in 2013, and requests UNICEF to analyse this trend in a future annual report on the evaluation function;

6. *Urges* UNICEF to accelerate progress towards achieving the target of allocating a minimum of one per cent of its overall programme expenditures to evaluation, in accordance with the Revised Evaluation Policy of UNICEF, while taking note of the progress made towards the target;

7. *Requests* UNICEF, in preparing the midterm review of the Strategic Plan, 2014-2017, to make full use of the evidence and lessons as presented in recent evaluation reports;

8. *Notes with appreciation* progress made in recent years in preparing management responses for evaluations, and encourages UNICEF to expedite implementation of agreed actions, to strengthen its system for monitoring implementation of these actions, and to report on progress made through the annual report on the evaluation function;

9. *Also notes with appreciation* the high quality of the report, *Formative evaluation of UNICEF's Monitoring Results for Equity System*, and encourages management to make full and timely use of the lessons and recommendations presented in the report;

10. *Calls upon* UNICEF to invite the United Nations Evaluation Group to arrange for a peer review of the UNICEF evaluation function as proposed in the Revised Evaluation Policy, to be initiated in 2016.

Annual session
18 June 2015

2015/11
Internal Audit and Investigations

The Executive Board

1. *Takes note* of the Office of Internal Audit and Investigations 2014 annual report to the Executive Board (E/ICEF/2015/AB/L.2), the UNICEF management response to the annual report of the Office of Internal Audit and Investigations for 2014 (E/ICEF/2015/AB/L.3) and the UNICEF Audit Advisory Committee 2014 annual report;

2. *Requests* the UNICEF Office of Internal Audit and Investigations to include in future annual reports:

(a) An opinion, based on the scope of work undertaken, on the adequacy and effectiveness of the organization's framework of governance, risk management and control;

(b) A concise summary of work and the criteria that support the opinion;

(c) A statement of conformance with the internal audit standards to which UNICEF adheres;

(d) A view on whether the resourcing of the function is appropriate, sufficient and effectively deployed to achieve the desired internal audit coverage.

Annual session
18 June 2015

Second regular session

2015/12
Country programme documents

The Executive Board

1. *Takes note* that the country programme documents, including aggregate indicative budgets, for Algeria, Belarus, Cambodia, China, Colombia, El Salvador, Georgia, Guinea-Bissau, Indonesia, Kazakhstan, Malaysia, Maldives, Panama, Serbia (and Kosovo [under Security Council resolution 1244 (1999)]), Swaziland, Tajikistan, The former Yugoslav Republic of Macedonia, Turkey, Uzbekistan and Zambia (E/ICEF/2015/P/L.13-E/ICEF/2015/P/L.32), were made available to Member States for their comments and input from 15 June to 3 July 2015, in accordance with Executive Board decision 2014/1 on modifications to procedures for consideration and approval of country programme documentation;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Algeria, Belarus, Cambodia, China, Colombia, El Salvador, Georgia, Guinea-Bissau, Indonesia, Kazakhstan, Malaysia, Maldives, Panama, Serbia (and Kosovo [under Security Council resolution 1244 (1999)]), Swaziland, Tajikistan, The former Yugoslav Republic of Macedonia, Turkey, Uzbekistan and Zambia (E/ICEF/2015/P/L.13-E/ICEF/2015/P/L.32).

Second regular session
9 September 2015

2015/13
Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the two-month extensions of the country programmes for Azerbaijan and Uruguay, which were approved by the Executive Director of UNICEF, as presented in table 1 to document E/ICEF/2015/P/L.33/Rev.1;

2. *Approves* the two-month extensions of the country programmes for Argentina and Iraq, following one-year extensions; and the two-month extension of the country programme for the Syrian Arab Republic, following four consecutive one-year extensions, as presented in table 2 to document E/ICEF/2015/P/L.33/Rev.1. This approval will allow programme continuity until the expected consideration of the new country programmes at the 2016 first regular session of the Executive Board.

Second regular session
10 September 2015

2015/14
Funding issues

Structured dialogue on financing results of the UNICEF Strategic Plan, 2014-2017

UNICEF Strategic Plan: updated financial estimates, 2015-2018

The Executive Board

1. *Takes note* of the UNICEF strategic brief on the structured dialogue on financing results of the UNICEF Strategic Plan, 2014-2017, which aims at increasing and securing core funding and soft earmarked funding from various sources, including increasing the number of Member States that contribute to core resources on a voluntary basis, and in that context:

2. *Also takes note* of:

(a) The proposed funding mechanisms and incentives for attracting and optimizing flexible and predicable financing;

(b) The planned financial estimates for 2015-2018, as contained in document E/ICEF/2015/AB/L.4, as a flexible framework for supporting UNICEF programmes;

(c) The efforts made by UNICEF to broaden the funding base and to mobilize additional resources and other forms of support from diversified sources;

3. *Notes* that currency fluctuations can affect the resource levels of UNICEF and requests UNICEF to continue to report to the Executive Board on its work to address the impact of currency fluctuations and to continue to monitor the work of other international organizations in this regard to ensure that its currency management remains optimal;

4. *Requests* UNICEF, in the context of the structured dialogue on financing, to:

(a) Present a resource mobilization strategy, based on the UNICEF Strategic Plan, 2014-2017, and Integrated Results and Resources Framework, at the first regular session of 2016;

(b) Engage in informal dialogues with Member States, National Committees for UNICEF and other donors, throughout the year, including in specially arranged interactive discussions on the margins of the annual session each year, to ensure an ongoing discussion, exchange of information and analysis of funding issues and options, taking into consideration the midterm review of the UNICEF Strategic Plan, 2014-2017, the Economic and Social Council Dialogue on the longer-term positioning of the United Nations development system, and the reports of the Secretary-General on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and this includes exploring incentives, mechanisms and funding windows, along with their impact, to broaden the donor base and to encourage donors to increase and prioritize regular resources contributions as well as to shift to less restricted other resources funding, aligned to the Strategic Plan;

(c) Submit, within the context of the annual reporting on funding and resource mobilization, an analysis of the predictability, flexibility and alignment of resources provided for the implementation of the approved Strategic Plan, including

the funding gaps and their implications according to the Integrated Results and Resources Framework;

(d) Continue to widen its partnerships with the private sector, civil society organizations, philanthropic organizations, the general public, multilateral organizations, international financial institutions, and global public-private alliances in a transparent and coordinated manner, and provide efficiency, cost-savings and assessments that are based on increasing and continuing partnership coordination while reducing duplication of efforts;

5. *Approves* the integrated resources framework of the planned financial estimates for 2015-2018, and approves the preparation of programme expenditure submissions to the Executive Board of up to $725 million from regular resources in 2016, subject to the availability of resources and the continued validity of these planned financial estimates;

6. *Requests* UNICEF to provide annual updates to the Executive Board on the progress of funding its reserves for staff liabilities.

Second regular session
10 September 2015

2015/15
Proposed programme of work for Executive Board sessions in 2016

The Executive Board

Adopts the programme of work for Executive Board sessions in 2016 as a flexible framework subject to revisions as appropriate in the course of the year.

Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP
(Date to be confirmed)

First regular session *2-5 February 2016*	*Annual session* *14-17 June 2016*	*Second regular session* *14-16 September 2016*
Organizational and procedural matters	**Organizational and procedural matters**	**Organizational and procedural matters**
Election of the President and Vice-Presidents of the Executive Board (*D*)		Proposed programme of work for Executive Board sessions in 2017 (*D*)
(7 January 2016)[2]		
Programme and policy matters	**Programme and policy matters**	**Programme and policy matters**
UNICEF programme cooperation:	Annual report of the Executive Director of UNICEF (*D*)	UNICEF programme cooperation:
Country programme documents (*D*)		Country programme documents (*D*)

[2] This date is tentative.

First regular session *2-5 February 2016*	*Annual session* *14-17 June 2016*	*Second regular session* *14-16 September 2016*
Extensions of ongoing country programmes (*D*)	UNICEF report on the recommendations of the Joint Inspection Unit[3] (*I*)	Extensions of ongoing country programmes (*D*)
Oral report on UNICEF follow-up to recommendations and decisions of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board meetings (*I*)	Midterm review of the UNICEF Strategic Plan, 2014-2017, including the UNICEF Integrated Budget (*D*)	Structured dialogue on financing results of the UNICEF Strategic Plan, 2014-2017 (*I*)
	Annual report on the implementation of the UNICEF Gender Action Plan, 2014-2017 (*I*)	
	UNICEF programme cooperation:	
	Country programme documents (*D*)	
	Extensions of ongoing country programmes (*D*)	
Evaluation, audit and oversight matters	**Evaluation, audit and oversight matters**	**Evaluation, audit and oversight matters**
Evaluation reports and management responses (*I*)	Annual report on the evaluation function and major evaluations in UNICEF, and management perspective (*D*)	Evaluation reports and management responses (*I*)
– Revised plan for global thematic evaluations (*I*)	Evaluation reports and management responses (*I*)	
	Report of the Ethics Office of UNICEF (*I*)	
	Office of Internal Audit and Investigations 2015 annual report to the Executive Board, and management response (*D*)	
	UNICEF Audit Advisory Committee annual report for 2015 (*I*)	
Resources, financial and budgetary matters	**Resources, financial and budgetary matters**	**Resources, financial and budgetary matters**
UNICEF annual financial report and audited financial statements for the year ended 31 December 2014 and report of the Board of Auditors (*I*)		Private fundraising: financial report for the year ended 31 December 2015 (*I*)

[3] The report is considered under the agenda item, "Annual report of the Executive Director of UNICEF".

First regular session *2-5 February 2016*	*Annual session* *14-17 June 2016*	*Second regular session* *14-16 September 2016*
Private fundraising: 2016 workplan and proposed budget (*D*)		UNICEF Strategic Plan: updated financial estimates, 2016-2019 (*D*)
Other matters	**Other matters**	**Other matters**
Provisional list of agenda items for the annual session of 2016	Address by the Chairperson of the UNICEF Global Staff Association	Provisional list of agenda items for the first regular session of 2017
	Reports of the field visits of the Executive Board (*I*)	
	Provisional list of agenda items for the second regular session of 2016	

Note:
(*D*) — *For decision*: The Secretariat prepares documentation on the agenda item. The Executive Board is expected to discuss and adopt a decision under the agenda item.
(*I*) — *For information*: The secretariat prepares documentation for information. The Executive Board may opt to take a decision under the agenda item.

Second regular session
10 September 2015

2015/16
UNICEF Pledging Event held annually at the first regular session of the UNICEF Executive Board

The Executive Board

1. *Takes note* that, in addition to the annual UNICEF Pledging Event, there is a United Nations Pledging Conference for Development Activities of the United Nations funds and programmes, held in November every year, that more closely aligns with United Nations system-wide coherence;

2. *Recalls* its decision 2014/17, which established the annual structured dialogue on financing results of the UNICEF Strategic Plan, 2014-2017, through which substantive discussions on regular resources, and on other, complementary funding, will take place;

3. *Decides* to discontinue the annual UNICEF Pledging Event, from 2016 onwards.

Second regular session
10 September 2015